



















ePPT - NG Master Schedule April 28, 2023 Deployment (Re-Baseline)
as of Nov 8, 2022

ID		Task Name	Finish	Predecessors	Successors	2023 April														2023 May										2			
						25	28	31	03	06	09	12	15	18	21	24	27	30	03	06	09	12	15	18	21	24	27	30					
1		Deployment Checklist complete(BSI Go-No-Go)	Fri 23-05-12																														
2		Go-No-Go ready	Fri 23-04-14		3																												
3		Go-No-Go Directors	Mon 23-04-17	2	4																												
4		Go-No-Go DG approval	Fri 23-04-21	3	5,6																												
5		Go-No-Go IRCC SADM	Fri 23-05-12	4																													
6		Go-No-Go ESDC ADM	Fri 23-05-12	4	16FS+9 days																												
7		Ministerial B Series Public Unveiling Event	Mon 23-04-17		16FS+25 days																												
8		Authority To Operate Granted (ATO-C)	Mon 23-05-29																														
9		Security Control Traceability Matrix SCTM	Fri 23-03-31		11																												
10		IT OSM finalized	Tue 23-04-11		11,14																												
11		Security Assessment Report (SAR) (Wave 1)	Fri 23-04-21	9,10	12																												
12		<i>ADL</i>	<i>Fri 23-04-21</i>	<i>11</i>	<i>13</i>																												
13		ATO-C signed	Wed 23-04-26	12	15FS+7 days																												
14		IT Concept of Operation (ConOps)	Wed 23-04-26	10																													
15		SSC GATE 4	Mon 23-05-08	13FS+7 days	16																												
16		Deployment at 1st Regional Designated Site Ottawa Completed	Mon 23-05-29	6FS+9 days,15,7FS+																													

Lessons Learned Log										
Lesson Learned #	Date	Phase	Originator	Category	Risk/Issue or CR # (if any)	Event	Effect	Causes/Trigger	Recommendation	Reference - if applicable
15	Sep 22	Phase 3		Governance		EPMO's lack of capacity to dedicate the required effort needed to support the Project file has impacted timelines.	With the evolution of gating requirements and ever changing policies quick responses on latest directives, in particular how they relate to an in-flight project, is often delayed. This creates challenges to ensure the project timelines are met.	Limited EPMO capacity for high priority projects with short timelines cause delays for project deliverables as response times lag.	Ensure that EPMO assigns a representative who is actively available, when needed, to meet with high priority projects. Scheduling regular bi-weekly meetings with EPMO to ensure there is time set aside in EPMO's schedule specifically to address ePPT-NG project needs in particular relating to gating helps mitigate potential issues.	
16	Nov 3rd 2022	Phase 3	IRCC-SDP-PFO	Requirements		PSS not being deployed abroad along side the domestic deployment impacted the project timeline and scope delivery.	The project encountered a delay as the acquisition of the World Reach Contract was required by IRCC.	It was necessary to make changes to Cosmos in line with the project schedule.	Allow the IT system expert at GAC to be involved in drafting the BRs for the Cosmos system changes; leverage the IT expertise at GAC.	Feedback from Lessons Learned Questionnaire. Sent Oct. 25, 2022
17	Nov 3rd 2022	Phase 3	IRCC-SDP-PFO IT – IITB	Governance		The frequency of bilateral meetings between specific stakeholders to discuss targeted topics (i.e., abroad deployment or system bugs/testing) has been beneficial and should continue throughout the project life cycle.	Sub-working group meeting with the project stakeholders has allowed for consistent engagement and participation in completing deliverables.	Open communication facilitates project deliverables and timelines.	Form key sub-working groups based on the level of work to complete to ensure open communication between all parties.	Feedback from Lessons Learned Questionnaire. Sent Oct. 25, 2022
18		Phase 3	IT – IITB	Project Management		With many moving parts and partners involved, it is challenging at times to connect all the dots and to get a clear picture of the overall progress of the project.	Improve accountability with stakeholders on specific tasks to avoid any delays to the timeline.	Inability to hold stakeholders accountable for deliverables in the Project schedule.	Having a clearly defined project plan (with sub-activities for each group), timelines, contact details are critical to the delivery of the project and to the efficiency and accuracy of information sharing and gathering.	
19	Nov 4th 2022	Phase 3	IT – IITB	Roles & Responsibilities		Not having a RACI or baseline schedule that clearly identifying roles and responsibilities to improve accountability on specific task that have concrete deadlines.	Improve accountability with stakeholders on specific tasks to avoid any delays to the timeline.	Inability to hold stakeholders accountable for deliverables in their Work Packages or in the Project schedule.	Clearly identifying roles and responsibilities as part of a RACI to improve accountability on specific task that have concrete deadlines.	Feedback from Lessons Learned Questionnaire. Sent Oct. 25, 2022

20	Nov 4th 2022	Phase 3	ESDC	Stakeholder Management		Stakeholders not meeting deadlines on project tasks and identifying if these deadlines cannot be met by proposing a resolution with a set date.	Lessens accountability to stakeholders on the project which creates cascading effects to other deliverables pushed out due to delays. There are implications to resources allocated to work on deliverables at specific times. Continual follow-ups on overdue items creates extra work for stakeholders trying to complete deliverables.	There are project delays which inhibits other stakeholders ability to adapt their resources and timelines; furthermore, it affects interdependencies within schedule.	Introduce schedule conversations as part of our sub-working meetings in addition to centralize reporting.	Feedback from Lessons Learned Questionnaire. Sent Oct. 25, 2022
21	Nov 4th 2022	Phase 3	IT – IITB	Document Management		GC Docs is not always a realiable source for accessing documentation between project teams.	It can be challenging to find information on the site and can take a long time to get access for new employees	For this project, IRCC has restricted GC Docs access to other departments	Create a Partner/employee Gcdocs workspace granting access to all project stakeholders.	Feedback from Lessons Learned Questionnaire. Sent Oct. 25, 2022
22	Nov 4th 2022	Phase 3	ESDC	Governance		Each department has a different governance approval process which affects the project deadlines for approvals.	Transmission of information differs in each department.	Approvals are delay or take longer than expected.	Stakeholders to be aware of other departments governance processes when seeking approvals.	Feedback from Lessons Learned Questionnaire. Sent Oct. 25, 2022
23	Nov 2 2022	Phase 3	Passport Program Policy/ Admissibility/ SPP	Stakeholder Management		Communication and collaboration between stakeholders is crucial to anchor project alignment.	The entire project team is supportive, respectful, and works diligently towards completing the ePPT-NG project.	Ensure alignment amongst all stakeholders.	To continue frequent meetings engage stakeholders to provide status updates, identify constraints and share next steps.	

[illegible]

Executive Project Dashboard																																																																																																																																																																											
Organization: Immigration, Refugees and Citizenship Canada Project: ePassport Next Generation (ePPT-NG)				Project Phase: Delivery and Transition Report as of: 2023-Apr-30				Project Complexity and Risk Rating: Level 3 - Evolutionary Next Project Gate: 7 - Post Implementation Review				Overall Project Health		R																																																																																																																																																													
Executive Summary: Current Period: Following a pending decision from MINO to delay the Ministerial reveal of the new passport, the project will no longer deploy on April 28, 2023. Following a decision, six (6) weeks lead time will be required for specimen book distribution globally and travel planning. In addition, to maintain the current project close out date and budget, the project will be de-scoping end state content. A minor release was secured for June 6, 2023 to get additional fixes into GCMS for Passport bugs, issues and CRs. Forecast: A Ministerial unveiling of the new B series passport design is schedule in April 2023. A go-no-go decision will align with the new deployment date. The project will undergo a rebaselining exercise. A decision document will be circulated to de-scope end state content.				Project Sponsor: SADM Mills				<div>Project Cost:</div> <div>Approved Budget \$161 Million Actual/Forecast Cost: \$161 Million</div> <div>G</div> <table><tr><th>YYYY/YY</th><th>2017/18</th><th>2018/19</th><th>2019/20</th><th>2020/21</th><th>2021/22</th><th>2022/23</th><th>2023/24</th><th>2024/25</th><th>Total</th></tr><tr><td>Approved:</td><td>3.3</td><td>2.7</td><td>11.8</td><td>12.1</td><td>23.5</td><td>74.1</td><td>22.3</td><td>11.2</td><td>161</td></tr><tr><td>Actual/Forecast:</td><td>3.3</td><td>2.7</td><td>11.8</td><td>12.1</td><td>12.4</td><td>46.8</td><td>64.1</td><td>7.8</td><td>161</td></tr></table>								YYYY/YY	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total	Approved:	3.3	2.7	11.8	12.1	23.5	74.1	22.3	11.2	161	Actual/Forecast:	3.3	2.7	11.8	12.1	12.4	46.8	64.1	7.8	161																																																																																																																														
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Overall Status: Project continues to progress, while awaiting a new deployment date. Overall status remains yellow. New risks and issues being drafted.																Cost		G																																																																																																																																																									
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Business Outcomes: <ul style="list-style-type: none">Secure booklet design contributes to Canadians having confidence in Passport ProgramImproved overall security of passportEnhanced technology				Project Schedule								Project Launch Date:		2016-Jun-01		Y																																																																																																																																																											
Financial Summary (six quarters)				<table><tr><th colspan="4">Key Milestones / Deliverables</th><th colspan="2">Approved Completion Date</th><th colspan="2">Forecast Completion Date</th><th colspan="2">Variance (months)</th></tr><tr><td colspan="4">First (Ottawa) and Second (Laval) Site Readiness</td><td colspan="2">2023-May-01</td><td colspan="2">2023-June-09</td><td colspan="2">0.00</td></tr><tr><td colspan="4">Specimen Book Printing</td><td colspan="2">2023-Mar-06</td><td colspan="2">2023-Mar-06</td><td colspan="2">0.00</td></tr><tr><td colspan="4">Public Unveiling</td><td colspan="2">2023-Mar-17</td><td colspan="2">2023-Apr-28</td><td colspan="2">1.00</td></tr><tr><td colspan="4">Complete User Acceptance Testing (Phase 3)</td><td colspan="2">2024-Feb-28</td><td colspan="2">2024-Feb-28</td><td colspan="2">0.00</td></tr><tr><td colspan="4">New Printers Readiness Verification</td><td colspan="2">2023-Apr-07</td><td colspan="2">2023-Apr-07</td><td colspan="2">0.00</td></tr><tr><td colspan="4">Authority to Operate</td><td colspan="2">2023-Apr-17</td><td colspan="2">2023-Apr-26</td><td colspan="2">1.00</td></tr><tr><td colspan="4">Disaster Recovery Delivery</td><td colspan="2">2023-May-22</td><td colspan="2">2023-Apr-17</td><td colspan="2">0.00</td></tr><tr><td colspan="4">Solution and Equipment Testing (End State)</td><td colspan="2">2024-Jan-10</td><td colspan="2"></td><td colspan="2">0.00</td></tr><tr><td colspan="4">Domestic Deployment Completed</td><td colspan="2">2024-Feb-26</td><td colspan="2">2024-Feb-26</td><td colspan="2">0.00</td></tr><tr><td colspan="4">Abroad Deployent Completed</td><td colspan="2">2024-May-30</td><td colspan="2">2024-May-30</td><td colspan="2">0.00</td></tr><tr><td colspan="4">Gate 7</td><td colspan="2">2024-Oct-31</td><td colspan="2">2024-Oct-31</td><td colspan="2">0.00</td></tr><tr><td colspan="4"></td><td colspan="2"></td><td colspan="2"></td><td colspan="2">0.00</td></tr><tr><td colspan="4"></td><td colspan="2"></td><td colspan="2"></td><td colspan="2">0.00</td></tr><tr><td colspan="4"></td><td colspan="2"></td><td colspan="2"></td><td colspan="2">0.00</td></tr><tr><td colspan="4">Project Completion</td><td colspan="2">2024-Oct-31</td><td colspan="2">2024-Oct-31</td><td colspan="2">#VALUE!</td></tr></table>								Key Milestones / Deliverables				Approved Completion Date		Forecast Completion Date		Variance (months)		First (Ottawa) and Second (Laval) Site Readiness				2023-May-01		2023-June-09		0.00		Specimen Book Printing				2023-Mar-06		2023-Mar-06		0.00		Public Unveiling				2023-Mar-17		2023-Apr-28		1.00		Complete User Acceptance Testing (Phase 3)				2024-Feb-28		2024-Feb-28		0.00		New Printers Readiness Verification				2023-Apr-07		2023-Apr-07		0.00		Authority to Operate				2023-Apr-17		2023-Apr-26		1.00		Disaster Recovery Delivery				2023-May-22		2023-Apr-17		0.00		Solution and Equipment Testing (End State)				2024-Jan-10				0.00		Domestic Deployment Completed				2024-Feb-26		2024-Feb-26		0.00		Abroad Deployent Completed				2024-May-30		2024-May-30		0.00		Gate 7				2024-Oct-31		2024-Oct-31		0.00										0.00										0.00										0.00		Project Completion				2024-Oct-31		2024-Oct-31		#VALUE!	
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 Project Scope / Requests for Change (RFC) | | | | | | | | G || | | | | Approved RFC | | Estimated # Effort Days | | Estimated Cost | | Impact on Project | |
This Period				1				122,193					
To Date				5				6,548,964					
Impact (Consequences)				Project Issues		Issues		New		Open		Closed	
		This Period		2		4							
		Total		2		6							
Open Issues		Resolution Plan				Due Date		Accountability					
ATO Approval Delay		Assign more App Dev resources to complete the IT Con Ops, IT OSM and SCTM in an accelerated timeframe to meet SSC's Gate 4 on April 17, 2023.				17-Apr-23		App Dev					
Gaps in Functionalities and Requirements between PPMI & ePPT-NG Projects				Assign more resources to resolve outstanding issues and revise the deployment schedule with PPMI to minimize disruptions on day-to-day operations.						App Dev			
Project Delays Due to a Program Administrative Services (PA) Strike				As part of the project rebaselining exercise, any impacts of the strike to the deployment will be captured						CPPB/PDB			

Due to several pandemic related supply chain and other issues, unforeseen departmental priorities the release of the new passport has experienced some slight delays. The projected deployment date is being confirmed now that the new booklet has been unveiled.. The ePassport Next Generation Project is now targeting late Spring or early Summer 2023 for deployment in Canada followed by abroad deployment in Spring 2024. The fee structure will remain the same for all services.

Change Request Form

Purpose of form: Change requests need to be formally documented to ensure clarity and understanding by the Project Sponsor and all stakeholders. This ensures proper assessment and decision making of the proposed change. This template also ensures a consistent format is applied across all project areas.

Rating (PM Accountability)	
1 Priority ¹	High
2 Impact ²	Major

A – Identification

3 Project Name
ePassport Next Generation (ePPT-NG)

4 CR ID
CR-56

5 CR Name

ePPT-NG Project Re-baseline

6 CR GCDocs #

462868739

7 Amendment ID (If applicable, identify Amendments³ ID numbers)
N/A

8 Amendment Approved Date (If applicable)
N/A

9 Description of Proposed Change (Specify what change is being requested. Include reference to business requirements/specifications. Reference changes to applicable legislation/regulations, new policies or standards, etc.)

The intent of this project Change Request (CR) is two-fold:

1. To approve the new domestic deployment start date of April 28, 2023.
2. To capture any cost(s) in changing the deployment start date from March 31, 2023 to April 28, 2023.

Background:

In February 2022, the work package and financial assessment exercise concluded that the ePPT-NG Project did not have sufficient Expenditure Authority (EA) to complete the Project. As a result, the second re-baseline exercise was launched.

Not relevant as per clarification agreement with requester

In Summer 2022, due to shifts in departmental priorities, [redacted] content was postponed from July 2022 to September 2022. The domestic deployment start date was pushed from January 2023 to March 31, 2023 and Director Level Impact Assessments **were completed**.

Current Status:

On November 1, 2022, Application Development (previously IT Operations) advised that the domestic deployment start date of March 31 2023 could not be achieved. During the [redacted] for [redacted] ePPT-NG, several critical issues were identified, which require resolution through a specific [redacted] in January 2023. As such, ePPT-NG cannot deploy until these issues are resolved and testing is complete.

¹ If cause of CR is legislative, priority must be High. If priority is rated Emergency, please provide detailed rationale in section C #25 – Comments/Recommendations

² To determine the overall impact (Major, Medium, Minor), reference the IRCC Project Change Management Thresholds and Governance Oversight table at the end of the form for impact rating.

³ For IT Enabled Projects, the CR may require changes to one or more Release(s) which is managed through an Amendment to differentiate from the CR. Each Amendment must follow the IT Amendment process defined in the Change / Configuration Management Method (CMM). Approval of all underlying Amendments is a prerequisite to the CR approval.

Therefore, the domestic deployment start date is now **April 28, 2023** with the Production go-live date on May 1, 2023, as approved in "Decision Document – Domestic Deployment One-Month Delay".

The one-month delay only affects the Ottawa regional office, the first office in the deployment site sequencing. Subsequent offices and their deployment dates will be maintained as per the current site sequencing schedule.

Considerations:

- Stakeholders must capture any cost(s) in changing the deployment start date from March 31, 2023 to April 28, 2023. **Only additional costs must be captured in the new costing tool.**
- The impact assessment form and costing originally submitted are provided to stakeholders who submitted them and must be referenced.
- FMA endorsement of any additional costs is mandatory.
- Although the domestic deployment start date was delayed by one month, the project closeout date remains as October 2024.
- The impact assessment will be required **December 20, 2022**, in order to re-baseline the project schedule and present it to the Treasury Board Secretariat.

10 Reason for Change (Specify why the request is required, including cause(s) if known. Ensure that the reason for the change proposal is aligned with the business needs.)

To ensure the Project schedule reflects the new domestic deployment start date of April 28, 2023, and that all budget allocations are adjusted to reflect the changes in the Project.

11 Type

Corrective Action

12 Requestor (Insert the name, area, and contact information of the change initiator)

Kerstin Virtanen
 Director, Business Strategy and Innovation, Citizenship and Passport Programs Branch
 Immigration, Refugees and Citizenship Canada / Government of Canada
Kerstin.Virtanen@cic.gc.ca

13 Date (Insert the date of the change proposal)

December 12, 2022

B – Referral (To be completed by the Project Manager)

14 CR recommended for Impact Assessment

If "YES", forward form to the Project Management Board [Branch Project Governance] for assessment.

☒ YES

☐ NO

15 Project Manager (Insert the name, area, and contact information of Project Manager)

Jason Lachapelle
 Project Delivery Branch
 Immigration, Refugees and Citizenship Canada
Jason.Lachapelle@cic.gc.ca

16 Date (Insert the date of referral)

December 12, 2022

C - Impact Assessment (To be completed by the Project Delivery Division with the Project Manager)

<p>17 Deliverable(s) Impacted (Identify the primary deliverable(s) impacted. Description should align to the project deliverables identified in the formal submission for project approval and supporting Project Charter and Project Management Plan)</p> <ul style="list-style-type: none"> • Project Budget • Costing Documents • Project's Integrated Schedule • Project's Integrated Critical Path(s) • Project Management Plan (PMP) • Gate 6 approval 	
<p>18 Baseline Project Artifact Impacted (Specify which PM Documentation is subject to the CR)</p> <ul style="list-style-type: none"> • Project's Integrated Schedule • Project's Budget 	<p>19 Work Breakdown Structure (WBS) element(s) Impacted</p> <ul style="list-style-type: none"> • All of the WBS
<p>20 Scope Impact (Identify the overall impact to the approved project scope. If applicable, reference the deliverable description identified in the latest Project Management artifact formally approved (Business Case, Project Charter, Project Management Plan) and corresponding WBS.</p> <p>N/A</p>	
<p>21 Schedule Impact (Identify the overall impact to the approved project schedule and critical path. Reference impacts to dependencies with other project schedules. If applicable, reference the timelines / critical path identified in the Project Management Plan and to any formal time commitments made with stakeholders.)</p> <p>Estimated Scheduled Impact:</p> <p><input checked="" type="checkbox"/> Slip to critical path</p> <p><input type="checkbox"/> Slip to non-critical path</p> <p><input type="checkbox"/> No schedule impact</p> <p>Following the reception of the IA, the project schedule will be updated to reflect all revised activities/deliverables dates. Once this exercise is complete, the project schedule will be officially re-baselined through the second part of this CR and approved via the project governance.</p>	

22 Cost Impact (Identify the overall impact to the approved project budget. This includes all salary, O&M, capital costs, etc., associated with implementing the proposed change. Reference impacts to overall funding strategies approved to support the project delivery. If applicable, reference the costs identified, in consultation with the FMA, in the Project Management Plan and project financial reports.)

Estimated Cost Impact:

ePPT NG CR-56	2022-23				2023-24				2024-25				GRAND TOTAL
	FTE	SALARY	NON-SALARY	Total	FTE	SALARY	NON-SALARY	Total	FTE	SALARY	NON-SALARY	Total	
CPPB	-	25,000	358,500	383,500	0.3	37,562	1,163,000	1,200,562	-	5,000	472,000	477,000	2,061,062
ESDC	1.7	104,195	1,013,177	1,117,372	2.8	349,310	856,927	1,206,237	-	-	(150,000)	(150,000)	2,173,609
CPPB Total	1.7	129,195	1,371,677	1,500,872	3.1	386,872	2,019,927	2,406,799	-	5,000	322,000	327,000	4,234,671
IT Ops	-	-	-	-	-	-	-	-	-	-	-	-	-
IT Ops - Extension& New Sites	-	-	-	-	2.1	242,750	371,702	614,452	-	-	210,365	210,365	824,818
IT Ops - Decommissioning	-	-	-	-	-	-	-	-	0.6	63,314	442,209	505,522	505,522
IT Ops - Network Analytics	0.1	6,009	261,154	267,163	0.3	29,566	554,003	583,569	-	-	-	-	850,732
IT Ops - Domain Controllers	0.0	4,977	274,869	279,847	-	-	-	-	-	-	-	-	279,847
IT Ops - IA Capacity	-	-	165,452	165,452	-	-	-	-	-	-	-	-	165,452
IT Ops - Release Design	-	-	175,000	175,000	-	-	-	-	-	-	-	-	175,000
IT Ops - Rack Design	-	-	75,000	75,000	-	-	-	-	-	-	-	-	75,000
IT Ops - DR	-	-	-	-	0.6	70,512	576,897	647,409	-	-	-	-	647,409
IT Ops - Data Encryption	0.1	12,720	443,843	456,563	-	-	-	-	-	-	-	-	456,563
IT Ops - Laser Engraver	-	-	594,816	594,816	0.5	58,069	494,297	552,366	-	-	-	-	1,147,182
IT Ops - VA Scanning	-	-	66,146	66,146	-	-	-	-	-	-	-	-	66,146
IT Ops Total	0.2	23,706	2,056,280	2,079,986	3.5	400,897	1,996,899	2,397,797	0.6	63,314	652,574	715,888	5,193,671
Sub total	1.9	152,901	3,427,957	3,580,858	6.5	787,770	4,016,826	4,804,596	0.6	68,314	974,574	1,042,888	9,428,342
EBP (25.6%)	-	39,143	-	39,143	-	201,669	-	201,669	-	17,488	-	17,488	258,300
HST	-	-	445,634	445,634	-	-	522,187	522,187	-	-	126,695	126,695	1,094,517
Total	1.9	192,044	3,873,592	4,065,636	6.5	989,439	4,539,014	5,528,453	1	85,802	1,101,269	1,187,071	10,781,159

Link for additionnal details:

<https://gcdocs2.ci.gc.ca/otcs/cs.exe/link/468645586>

Funding in the amount of \$10,781,159 (\$9,428,342 plus EBP/HST) will be funded by the ePPT-NG contingency.

23 Complexity & Risk Impact (Identify areas of complexity and risk that could be affected from the proposed change and impact project delivery. Identify risks to business requirements or anticipated program outcomes. If applicable, review the approved Project Complexity and Risk Assessment (PCRA) submitted to support project approval. Submit the PCRA for revalidation of rating (if needed) and submit with the CR to support change approval)

The changes being proposed will not impact the Project Complexity and Risk Assessment (PCRA) established for the project.

24. Benefits Impact (Specify any impacts to applicable Benefits listed in the Benefits Realization Plan.)

The Planned Benefits listed in the Benefits Realization Plan are:

- Secure passport design: The percentage of survey respondents who feel confident in travelling abroad with a Canadian travel document.
- Maintain the integrity of the Passport Program: The improved overall security design of ePPT-NG over the current ePPT and alignment with _____
- Canadian travel documents are internationally respected and recognized: _____

25 Impacted Parties (List the stakeholders, interdependent projects, programs, services and/or any other parties involved or dependent that could be impacted)

All Project Management Board (PMB) members and respective branches were consulted:

- Citizenship and Passport Programs Branch (CPPB),
- Admissibility,
- Financial Strategy Branch (FSB),
- Financial Partnerships,
- Administration, Security and Accommodation (ASA),
- Human Resources,
- Digital Strategy, Services and Innovation Sector-IT OPS (DSSI)
- Project Delivery Branch (PDB),
- Communications Branch,
- Vendor Management Office (VMO)
- Public Services and Procurement Canada (PSPC),
- Employment and Social Development Canada (ESDC),
- Global Affairs Canada (GAC),
- Shared Services Canada (SSC) and,
- Canadian Bank Note (CBN).

26 Impact(s) if Not Approved (Identify overall impacts to project deliverables if the proposed change is not approved. Highlight detrimental impacts to project deliverables and related business (program) outcomes. Identify the impact(s) to the overall quality of project deliverables)

If the project CR is not approved, ePPT-NG will be unable to update the project schedule's domestic deployment date and unable to capture any cost(s) in changing the deployment start date from March 31, 2023 to April 28, 2023. There would be no schedule to identify when the new Personalization Software Solution (PSS) and the new Series B Travel Documents, domestically and abroad, would be implemented.

27 Comments / Recommendations (Highlight any other considerations for supporting change approval. Review and summarize the findings of the impact assessments from all affected areas. Identify strategies for implementing the change, if approved, as well as funding management strategies)

It is recommended that this CR be approved in order to allow ePPT-NG to deploy the new Personalization Software Solution (PSS) on April 28, 2023, issue the new Series B Travel Documents and complete the Project close-out activities in October 2024.

28 Assessment done by (Insert the name, area, and contact information)	Christina Plumb Business Expert, Enterprise Project and Program Management, Corporate Services Sector, Immigration, Refugees and Citizenship Canada Christina.plumb@cic.gc.ca	29 Date (Insert the date of assessment) December 13, 2022
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D – Approvals⁴ To be completed by Project Manager, in accordance with the Branch Project Governance		
30 Decision (Check only one of the following boxes) <input type="checkbox"/> Endorsed (to be sent to Governance, if CR rating is outside Project Management Board (PMB) authority. Please reference the Project Change Management Thresholds and Governance Oversight table at the end of this form) <input checked="" type="checkbox"/> Approved (if CR rating within PMB authority, please reference the Project Change Management Thresholds and Governance Oversight table at the end of this form) <input type="checkbox"/> Rejected <input type="checkbox"/> Deferred <input type="checkbox"/> Cancelled		
31 Decision Rationale Click here to enter text.		
32 Decision by (Insert the name, title and branch information)	Pascale Saulnier Director General / Directrice générale, Enterprise Project and Programme Management Branch Immigration, Refugees and Citizenship Canada Pascale.Saulnier@cic.gc.ca	33 Date (Insert date of approval) December 28, 2022
34 Decision by (Insert the name, title and branch information)	Maxine Ifill Director General, Citizenship and Passport Program Guidance. Immigration, Refugees and Citizenship Canada / Government of Canada Maxine.Ifill@cic.gc.ca	35 Date (Insert date of approval) January 3, 2023

E – Governance Approvals⁵ (To be completed by Project Manager, in accordance with Governance Record of Decision)			
36 Decision (Check only one of the following boxes) <input checked="" type="checkbox"/> Approved <input type="checkbox"/> Rejected <input type="checkbox"/> Deferred <input type="checkbox"/> Cancelled			
37 Decision Rationale (Please append ROD to this form) Click here to enter text. MB			
38 Decision by (Insert Committee name)	PMB	39 Date of Record of Decision (Insert date of approval) January 25, 2023	40 GCDocs # (Insert # associated with RoD) Click here to enter text.

⁴ Please note that if baselines to Cost, Schedule or Scope are impacted, CR will need to be approved by the appropriate governance committee. Please reference the Project Change Management Thresholds and Governance Oversight table at the end of this form.

⁵ Communicate the decision to the Project Sponsor and all stakeholders including the EPMO.

F – Implementation (To be completed by the Project Manager)		
41 CR Implementation (confirms that the CR has been properly implemented and confirmed, e.g., any required tasks are completed and documentation is formally amended accordingly)		<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
42 Project Manager (Insert the name, area, and contact information of PM)	Jason Lachapelle Project Delivery Branch Immigration, Refugees and Citizenship Canada Jason.Lachapelle@cic.gc.ca	43 Date (Insert the date of Close-out) Click here to enter a date.

Annex A – Project Change Management Thresholds and Governance Oversight

	Minor	Medium	Major
Scope	<ul style="list-style-type: none"> Minor scope impact Minimal impact or savings on resource allocations Zero or minimal impact on the magnitude and timeline for benefit realization Zero or minimal impact to measuring and demonstrating benefits No TB commitments impacted 	<ul style="list-style-type: none"> Medium scope impact No Project Charter commitments impacted No TB commitments impacted Moderate impact on resource allocations. Moderate impact on the magnitude and timelines for benefit realization Moderate impact to measuring and demonstrating benefits 	<ul style="list-style-type: none"> Scope of project change such that the expected outcomes of the project are impacted significantly Major impact to resource allocations (human, accommodation, infrastructure) TB commitments are altered or de-scoped Significant impact on the magnitude and timelines for benefit realization Significant impact to measuring and demonstrating benefits
Schedule	<ul style="list-style-type: none"> Schedule variance of <10% No impact to scheduled duration of project activities or project completion date 	<ul style="list-style-type: none"> Schedule variance of >10% - <20% Impacts outcomes identified in the Business Case May impact scheduled duration of activities however can still be managed within the scheduled project completion date and critical path milestones will be met No external dependencies or impact to duration of other projects, organizational, OGD project activities 	<ul style="list-style-type: none"> Schedule variance >20% Affects the scheduled project completion date and/or critical path milestone(s) External dependencies – new dependency identified or change to existing scheduling dependency Requires coordinated scheduling activities with other legislative, regulatory, strategic policy, project, organizational, OGD activities
Cost	<p>For all Projects The cost increase needs to follow this criterion:</p> <ol style="list-style-type: none"> The total cost increase should not exceed \$500,000. <p style="text-align: center;">up to \$500K</p> <p>Project with a contingency</p> <ul style="list-style-type: none"> Funding available and limited to the Project Contingency. 	<p>For all Projects The cost increase needs to follow this criterion:</p> <ol style="list-style-type: none"> The total cost increase should be between \$500,000 and \$3,500,000.. <p style="text-align: center;">up to \$3.5 M</p> <p>Project with a contingency</p> <ul style="list-style-type: none"> Funding available and limited to the Project Contingency. 	<p>For all Projects The cost increase needs to follow this criterion:</p> <ol style="list-style-type: none"> The total cost increase is over \$3.5 M. <p style="text-align: center;">over \$3.5 M</p> <p>Project with a contingency</p> <ul style="list-style-type: none"> Funding available and limited to the Project Contingency.

GOVERNANCE OVERSIGHT			
Project Tiers	Minor Change	Medium Change	Major Change
Tier 1 PCRA 3 & 4 TBS Oversight	Project Management Board (PMB - Director Level)	Senior Review Board (SRB - DG Level)	<p>Senior Review Board (SRB - DG Level) followed by approval from the Project Oversight Committee (POC DG Level)*, if required</p> <p>Memorandum, including CFO recommendation (signature block), to obtain Project Sponsor and ADM Business Owner approval</p> <p>Note: Projects with TBS Oversight will be required to submit to TBS for approval of major change in scope and schedule. Should cost requirements exceed the remaining Expenditure Authority, TBS approval, via TB Submission, would be sought for the increase to the Expenditure Authority and funding requirement (as applicable).</p>
Tier 2 PCRA 1 > than \$10M or PCRA 2 > than \$5M	Project Management Board (PMB - Director Level)	Senior Review Board (SRB - DG Level)	<p>Senior Review Board (SRB - DG Level) followed by approval from the Project Oversight Committee (POC DG Level)*, if required</p> <p>Memorandum, including CFO recommendation (signature block), to obtain Project Sponsor and ADM Business Owner approval</p>
Tier 3 PCRA 0 or N/A PCRA 1 < \$10M PCRA 2 < \$5M	Project Management Board (PMB - Director Level)	Project Management Board (PMB - Director Level)	<p>Senior Review Board (SRB - DG Level) followed by approval from the Project Oversight Committee (POC DG Level)*, if required</p> <p>Memorandum, including CFO recommendation (signature block), to obtain Project Sponsor and ADM Business Owner approval</p>
<p>*Upon review of the Change Request, POC has the authority to request that the change be brought to CFC for further approval when materiality/risks are high or simply inform the lead ADM if materiality/risks are low.</p>			

ePassport Next Generation

Independent Review Management Response Action Plan (MRAP)
October 2022



ePassport Next Generation Project – Independent Review Management Response Action Plan

Approvals:

Approved via email on January 4th, 2023 (e-approval)

Maxine Ifill, Project Lead

Director General, Citizenship and Passport Programs Branch (CPPB)
Immigration, Refugees and Citizenship Canada

Approved via email on December 9, 2022 (e-approval)

Pascale Saulnier, Project Delivery Lead

Director General, Project Delivery Branch (PDB)
Immigration, Refugees and Citizenship Canada

Approved via email on Dec 5, 2022 (e-approval)

**Marie-Eve Giguère Acting on Behalf of Kerstin Virtanen,
Business Lead & Contract Authority**

Director, CPPB-Business Strategy and Innovation (BSI)
Immigration, Refugees and Citizenship Canada

Approved via email on December 7, 2022 (e-approval)

Jason Lachapelle, Project Manager

Director, EPPMB-CPCPD
Immigration, Refugees and Citizenship Canada

ePassport Next Generation Project – Independent Review Management Response Action Plan

ITPR RECOMMENDATIONS	MANAGEMENT RESPONSE (Accept /Reject)	ACTION AND PROGRESS	TIMELINE	STATUS (Open/Closed/Completed)
For the NG Project				
1. Conduct a second smaller ITPR closer to the deployment date to assess testing, training, communications etc.	Reject	<p>Response:</p> <p>The Project recognizes and supports the importance of ensuring the readiness of the new ePPT-NG solution through appropriate testing and validation. The Project also recognizes the importance of training, communications and change management with IRCC, ESDC and GAC prior to the domestic deployment scheduled on April 28, 2023 followed by abroad deployment to begin in May 2024.</p> <p>As no concerns were identified in the latest Independent Third Party Review (ITPR) rather than conduct a second review, the Project will proceed with Gate 6 preparations including a fulsome assessment of deployment readiness by reviewing testing results, training and communications plans.</p> <p>Action:</p> <p>In lieu of conducting a second smaller ITPR, the Project has developed a comprehensive Go-No-Go Checklist to ensure deployment readiness on April 28, 2023. The Project will monitor the health of each milestone/deliverable identified as part of this Checklist with key stakeholders. The Project will also have completed Gate 6 materials including review of the testing results, training and communications plans 8 weeks in advance (Gate 6 tentatively scheduled on February 21, 2023). Delays or concerns will be raised and mitigated accordingly.</p>	Closed	Closed
2. It is recommended that the Project Decision log be used to document any decisions that are made at the regular ADM and DM meetings	Reject	<p>Response:</p> <p>The Project recognizes the importance of formally documenting decisions made for the ePPT-NG Project. Therefore, the Project will continue utilizing the central log to ensure it is maintained up to date, as decisions are made. The ePPT-NG Project is a Passport Program departmental priority, with prominent presence at recurring ADM and DM level meetings, where bi-weekly status updates are provided given the processing pressures and delays in the Passport Program.</p>	Ongoing	Closed

ePassport Next Generation Project – Independent Review Management Response Action Plan

		<p>Records of discussion (RoDs) detailing decisions taken during these meetings are drafted and circulated for each of these senior level meetings and are made available to the Project team and captured in the Project decision log.</p> <p>Action: The Project will continue to utilize the current Project Decision log. Reference documents are available at the GCDocs links below:</p> <p><u>ePPT-NG Central Log:</u> https://gcdocs2.ci.gc.ca/otcs/cs.exe/link/125988923</p> <p><u>Project Management Board (PMB):</u> https://gcdocs2.ci.gc.ca/otcs/cs.exe/link/130233187</p> <p><u>Senior Program Review Board (SPRB):</u> https://gcdocs2.ci.gc.ca/otcs/cs.exe?func=ll&objId=443458811&objAction=browse</p> <p><u>Executive Management Board (EMB):</u> https://gcdocs2.ci.gc.ca/otcs/cs.exe/link/325224375</p>			
3.	Deployment schedule for Service Canada sites must be closely monitored for any changes in site deployment order	Accept	<p>Response: The Project agrees with the recommendation. ESDC and IRCC are key stakeholders that engage on a regular basis at various levels via the governance structure (i.e.: Sub Working-Groups (SWG), Risks and Issue Management Meeting (RIMM), Project Management Board (PMB), Senior Project Review Board (SPRB), Executive Management Board (EMB) and other Director and Director General (DG) level recurring meetings.</p> <p>The ePPT-NG Project will leverage the Passport Integrated Risk Management (PIRM) Working Group to raise all deployment activities or issues impacting other Passport modernization projects, including the Domestic Service Delivery Network and operations</p>	Ongoing	Closed

ePassport Next Generation Project – Independent Review Management Response Action Plan

		Action: The Project will continue to engage, and collaborate with ESDC regarding site sequencing and deployment readiness, closely monitoring any changes made to the ESDC site sequencing and domestic deployment plan through established SWGs. Any changes or concerns will be promptly escalated as needed.		
4.	Complete schedule re-baselining as soon as possible in order for all activities to be properly monitored	Accept	Response: The Project agrees recognizing the importance of finalizing the Integrated Project Schedule promptly. Not relevant as per clarification agreement with requester	OngoingOpen
		Action: The Project is working diligently and making good progress on updating the schedule. A full re-baselining is underway establishing the new deployment date of April 28, 2023. In addition, there are bi-weekly DG level status updates and will continue to closely monitor and track progress on all tasks and upcoming deliverables from all stakeholders.		
5.	Ensure prompt completion of IT ConOps and IT Operational Support Model to allow SSC to pass their Gate 4 (Operational Readiness Review) on April 3 rd , 2023	Accept	Response: The Project agrees with this recommendation and took action to ensure completion of the IT Concept of Operations (Con Ops) and IT Operational Support Model are prioritized so as to not delay the upcoming Gate 4 approval process which could impact deployment of the new solution. IRCC and SSC are continuing	OngoingOpen

ePassport Next Generation Project – Independent Review Management Response Action Plan

		<p>their collaborative efforts in completing the IT Con Ops and IT Operational Support Model that is on track to meet SSC’s timeline for Gate 4 approval on April 3, 2023.</p> <p>In the interim, SSC and IRCC will prioritize immediate items to address in the IT Con Ops and IT Operational Support Model as a mitigation to a risk identified by SSC and the IRCC Partnership team. IRCC is aiming to have both documents completed by February, 2023 which aligns with SSC’s requirement for their Gate 4 approval.</p> <p>Action: The Project has established a weekly series of working level meetings between IRCC and SSC where key areas of common interest and dependency are discussed.</p> <p>In addition, trilateral (IRCC, ESDC and SSC) weekly Director and Director General level meetings take place where status updates on the IT Con Ops and IT Operational Support Model are sought and monitored.</p>			
6.	Work with ESDSC to ensure alignment of artifacts in support of their Gate 4, planned to coincide with the end of the Deployment Phase	Accept	<p>Response: ESDC and IRCC are key stakeholders that engage on a regular basis at various levels.</p> <p>To facilitate the realization of all benefits and intended business value from project investments, the Project recognizes that external stakeholder requirements for gate approval may differ from IRCC’s.</p> <p>The Project continues to ensure that ESDC and other stakeholders are included in the development/review of ePPT-NG project artifacts and has shared those with ESDC to ensure information is consistent to support and solidify their artifacts for gating approvals.</p> <p>Action: The Project has established a series of bi-weekly working-level meetings with ESDC whereby key areas of common interest and dependency are discussed. The Project will include, as a standing Agenda Item, ESDC’s Gate 4 readiness to ensure IRCC gating documents align with ESDC’s.</p>	Ongoing	Open

ePassport Next Generation Project – Independent Review Management Response Action Plan

<p>7. Delay Gate 6 until January 2023 to allow for proper completion of the Detailed Deployment Plan and Transition Plan. With Gate 6 tentatively scheduled for January 24, 2023, project artifacts would not be required by EPMO until December 20, 2022, providing the project team an additional five (5) weeks to finalize these key artifacts</p>	<p>Accept</p>	<p>Response: IRCC Enterprise Project Management Office (EPMO) is responsible for providing stewardship of the IRCC Project Gate Review process. All projects must submit gate documentation and deliverables to EPMO in order to ensure proper governance endorsement. Their recommendation on gating readiness has been sought and an action plan has been established based on their review and input.</p> <p>The Project Team determined that proceeding with Gate 6 in February 2023 increases the probability of obtaining gate approval with minimal exemptions. The requirement to provide an Authority to Operate (ATO), User Acceptance Testing (UAT) and Security Assessment & Authorization (SA&A) documents would be further advanced. In addition, postponing Gate 6 approval provides sufficient time to complete the re-baseline exercise; obtain TBS input, conduct further consultations with stakeholders and finally, demonstrate project readiness for Gate 6 in February 2023.</p> <p>Action: The Project obtained DG approval through Decision Document - Gate 6 approval timeline modification, to postpone Gate 6 until February 2023. The Project continues to finalize Project Artifacts for Gate 6 in February 2023. Stakeholders provide weekly status reports on their project deliverables.</p> <p>The Project team meets weekly with EPMO to discuss gating requirements and conditions as necessary. A thorough revision of gating material continues to ensure the project is prepared for Gate 6.</p>	<p>Closed</p>	<p>Closed</p>
<p>8. To accommodate the desire by Senior Management for validation of the Gate 6 artifacts prior to the end of 2022, it is</p>	<p>Reject</p>	<p>Response: As indicated above, IRCC EPMO is responsible for providing stewardship of the IRCC Project Gate Review process. All projects must submit gate documentation and deliverables to EPMO in order to ensure proper governance endorsement.</p>	<p>Closed</p>	<p>Closed</p>

ePassport Next Generation Project – Independent Review Management Response Action Plan

recommended that an independent quality review of both the Detailed Deployment Plan and Transition Plan be completed prior to the end of 2022, with deficiencies noted and an action plan developed to address these deficiencies

Their recommendation on gating readiness will be sought and an action plan established based on their review and input.

The Project recognized the constraints on the timeline to obtain Gate 6 approval in mid-December 2022 and has postponed to February 2023.

Although the Detailed Deployment Plan and Transition Plan with their respective supporting documents have been delayed, the Project is working closely with stakeholders to get them realigned. There are ongoing conversations with EP MO on gating requirements, to ensure project efforts are focused where needed to meet the tight timeline.

Action:
As indicated in Recommendation #7, the Project obtained DG approval to postpone Gate 6 until February 2023 resulting in additional time for the Project to complete and address deficiencies in both the Detailed Deployment Plan and the Transition Plan.

In lieu of an independent quality review, the Project obtained EP MO’s feedback on the Detailed Deployment Plan and Transition Plan to ensure gaps were addressed, and alignment and expectations on template requirements were met. Work with EP MO will be ongoing as required to discuss gating requirements and conditions.

A final version of both the Detailed Deployment Plan and the Transition Plan have obtained fulsome stakeholder quality review in December 2022. Both documents are on track for governance approval.